

[Company Name] is committed to helping employees face the demands of juggling work, family and life-related issues by offering a number of possible flexible work arrangements. These arrangements provide employees with increased flexibility with their work schedule while allowing [Company Name] to maintain a productive work environment. Flexible work scheduling is an opportunity to maintain employee productivity through various forms of creative work scheduling.

All [Company Name] employees will be considered for flexible work scheduling on a case-by-case basis in situations where creative work schedules have been shown to accomplish both work and personal goals, to provide coverage for individual department operations and to serve [Company Name] as a whole with increased productivity at no expense to quality output.

Several alternative work schedule options are available to employees:

- **Flextime** is an arrangement that allows an employee to alter the starting and/or end time of her/his workday. Employees still work the same number of scheduled hours as they would under a traditional schedule but may shift their hours due to family or personal obligations or preferences. Employees are required to be present in the office during the “core hours” of 10 am – 3 pm Monday- Friday.
- **Reduced hours** is when an employee works for less than the standard working hours either by fewer hours per day or by fewer days per week. In such cases salary is calculated depending on the new schedule.
- **Compressed week** is when employees work longer hours on a number of days per week so they can take time off on the remaining days. Total working hours and compensation remain the same. Examples of this include:
  - 10-hour day, four-day workweek, in which an employee works 10 hours per workday, reducing the workweek to four days a week.
  - Nine-hour day, half-day on Friday, in which an employee works nine-hour workdays Monday through Thursday and four hours each Friday. (For exempt employees only, there may be the option of nine-hour days and one full day off every other week.)
- **Telework** is defined as an arrangement in which the designated workplace is located at an alternate location outside the employee’s regular work location (e.g. such as an employee’s residence or a satellite office.) A teleworking employee must perform work during their scheduled hours. Employees may not engage in activities while teleworking that would not be permitted at the regular worksite, such as child, elder, or other dependent care. Teleworking employees should take

care of personal business during paid breaks or unpaid lunch periods, as they would at the regular worksite.

The department leader is responsible for identifying if any of the aforementioned staffing options are workable within the department. This may include determining if the entire department or an entire shift must convert to one or more of the above alternative scheduling options. To determine whether an employee's request for an individual flexible work schedule is appropriate, the leader must assess the impact and the outcome in terms of production, quality and absenteeism, and if one or a combination of the above arrangements is in the best interests of the department, [Company Name] and employee.

Flexible work arrangements should not negatively affect the workload or productivity of coworkers either by shifting burdens or creating delays and/or additional steps in the workflow. They do not change the duties, obligations, responsibilities, or terms and conditions of [Company Name] employment. The leader should ensure that other employees in the same unit/department understand how and why workplace flexibility functions.

Flexible work arrangements are not appropriate for all employees or positions and are not a universal employee benefit. Flexible work arrangements are not a benefit; rather, they are a work option used at the leader's discretion. The following conditions will be reviewed before a flexible work schedule is approved:

- **The nature of the employee's job.** For example, if the job requires attendance at specific hours or every day per week or frequent interaction with others in the office, the employee may not be eligible for flexible working hours.
- **The performance of the team member.** The employee must have an excellent attendance record, meet all performance expectations in his/ her current role, excel at working independently without direct supervision, have a high level of skill and job knowledge, and consistently demonstrate the ability to complete tasks and assignments in a timely basis.
- **The needs of the employee's team or department.** For example, some departments may require employees to be present due to the volume of incoming work.
- **The impact on colleagues.** For example, if the department's operations are largely dependent on teamwork, then the employee is less likely to freely modify his/her working schedules.

- **The duration of the arrangement.** An employee may have flexible hours at a specific time but may have to follow a standard schedule at some other times due to business operations, staffing, etc.
- **The impact on customers.** We don't want any flexible work arrangement to have a negative impact on customer satisfaction.

Flexible work arrangements and potential schedules must be approved by the leader with consent of the People team prior to announcement and implementation. The arrangements shall be initiated on a trial basis and may be discontinued at any time at the request of either the employee or leader. [Company Name] reserves the right to immediately suspend the arrangement in case of unanticipated circumstances regarding employee performance or operational needs. An employee must be on the job at least 90 days before commencing a flexible work arrangement.

In the event that more employees request flexible work arrangements than a unit/department can reasonably manage, the leader shall respond to requests that are consistent with these guidelines in ways that are fair to all employees and in the best interest of [Company Name].

If an employee is teleworking, they must have the appropriate equipment in the alternate work site to perform their assigned duties during teleworking. They must also have demonstrated their understanding, willingness and ability to properly protect the confidentiality of sensitive Company data and software. This includes the ability to protect such sensitive data and software from all unauthorized individuals, including but not limited to, the employee's family and friends. Any variable expenses accrued as a result of the employee choosing to telework will be borne by the employee.

The Head, People has the general responsibility of overseeing the day-to-day implementation of this policy in accordance with payroll and legal requirements. With a flex-time schedule, non-exempt employees are still subject to all requirements of the Fair Labor Standards Act. Employees who are exempt from FLSA are expected to work whatever number of hours are required in order to accomplish their duties and may be permitted to set their own schedules. Any requests for exceptions to this policy should be made in writing to the People team for review and approval. Only the Head, People, or his/her designee, in consultation with the CEO and the affected department leader, may grant such an exception.